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CITY OF BOSTON

Comprehensive Economic Development Strategy

Introduction And Summary



CITY OF BOSTON • KEVIN H. WHITE / MAYOR • SEPTEMBER 1978

BOSTON'S COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

SECTION 1

INTRODUCTION AND SUMMARY

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September 1978

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1. OVERVIEW: PURPOSE AND PROCESS

I. OVERVIEW: PURPOSE AND PROCESS

I.A. PURPOSE OF CEDS

Boston's Comprehensive Economic Development Strategy (CEDS) was developed in response to the City's designation in April, 1978, as a demonstration "CEDS" area by the U.S. Department of Commerce, Economic Development Administration (EDA). EDA's objectives in establishing the CEDS program are to improve the local economic development planning process and to encourage a city to package and target available resources, including the city's proposed use of EDA funding programs, to meet the city's defined needs. As promulgated by EDA, CEDS is to be based on a rational, economic development process which formulates specific public investment strategies including economic development policies, priorities, programs and projects, and calling for integrated funding sources from the local, state and federal levels.

EDA requires the review and approval of the CEDS document by a city's CEDS Committee (described in Part IV). EDA will also make its own approval determinations and ultimately use the approved CEDS as the statutorily required basis for assessing funding proposals submitted by the city to EDA. In other words, EDA funds to support a city's economic development activities are contingent upon the approved CEDS document.

Boston's first CEDS document has been prepared in conformance with EDA requirements and is submitted to EDA in support of the City's proposed economic development programs and projects. Boston's CEDS process, however, does not cease with the document's completion; CEDS is not a one-shot proposal for City economic development investments.

Rather, the CEDS process is designed as a continuing economic development planning and implementation effort. Economic development planning and program development will be an on-going process, culminating annually in updates of the CEDS as well as periodic amendments, as needed.

II.B. THE PROCESS FOR FORMULATING THE CEDS DOCUMENT

In April, 1978, following Boston's designation as a CEDS demonstration area, staff representatives of the City agencies with primary, or significantly-related, economic development responsibilities formed the CEDS Staff Policy Committee, consisting of representatives from:

- The Office of Federal Relations
- The Boston Redevelopment Authority
- The Economic Development and Industrial Corporation
- The Employment and Economic Policy Administration
- The Office of Housing, Development and Construction
- The Office of the Executive Director of the Boston Plan

The CEDS Staff Policy Committee has served as a coordinating body, reviewing drafts and working together to refine the document prior to its submission for review by the Boston Plan Executive Policy Committee, which is the executive forum for City program coordination, particularly in regard to the Boston Plan.

The CEDS document, which is composed of six major sections, together frame the preliminary economic development strategy for the City of Boston. It is in no sense a final statement. Boston's CEDS Committee (see Part IV of this section) will be undertaking review in accordance with their EDA-mandated approval responsibilities and, subsequently, revisions will be made.

I.C. RELATED CONCERNS

While CEDS has as its primary focus the formulation of the City's economic development strategies, its complementary relationship to other planning strategies for the full realm of the City's concerns is vital to its effectiveness. The CEDS document outlines many of these relationships in its various sections.

A major new relationship between economic development and air pollution control strategies is in the offing. Because planning this massive undertaking is at a preliminary stage, it is precluded from full discussion in the following sections. Boston is actively pursuing the development of an integrated planning program to work towards achievement of air quality standards mandated by the 1977 amendments to the Clean Air Act, while charting the appropriate course for economic development to ensure the City's long-term economic health. Boston is currently submitting a proposal to the Environmental Protection Agency for funding to support an "Air Quality Assistance Demonstration Program". This program would enable Boston to refine its CEDS goals, policies and criteria to incorporate specific strategies to mitigate the negative environmental impact of future development.

I.D. CONTENT OUTLINE

The six sections comprising Boston's Comprehensive Economic Development Strategy are:

Section 1: Introduction and Summary

- Overview, including purpose of CEDS, CEDS process to date, content outline
- An introduction to Boston (area description)
- CEDS Summary
- The CEDS Committee

Section 2: Assessment of the City's Economy

- Description of the economy
- Problems and needs of the economy
- Development potential and area opportunities
- Assessment of past economic development actions, programs and investments

Section 3: Identification of Existing and Potential Local Capacity and Resources for Economic Development

- A detailed description of the program resources of City agencies, special entities (CDC's and LDC's), federal and state programs

Section 4: Preliminary Goals, Policies and Program Strategies for Economic Development

- Background regarding their development as well as outlining their content and inter-relationship

Sectin 5: Preliminary CEDS Program for Boston

- The overall program activities for economic development in Boston
- The CEDS project priorities including the project formulation and selection process
- The CEDS projects in three priority groups

Section 6: CEDS Coordination and Management

- Institutional program responsibilities and coordination
- Relationship of CEDS to other programs
- Coordination of CEDS with state, federal and special entities and the private sector

II. AN INTRODUCTION TO BOSTON (Area Description)

II. AN INTRODUCTION TO BOSTON (AREA DESCRIPTION)

Located at the northeasternmost point of the Washington-Boston corridor, the Boston metropolitan area is one of the largest concentrations of population, employment and income of any section of the Nation. The Boston metropolitan region compares favorably with other large metro areas; its market size is one of the largest and living standards are high in terms of per capita income levels.

Although the "hub" city for this large metropolitan and regional market, the City of Boston's experience contrasts sharply with that of its surrounding area. Boston is a small city with exaggerated concentrations of problems common to older, mature central cities. The City of Boston makes up only one-fifth of its metropolitan area's population, compared to the average of two-thirds among the Nation's large central cities. Consequently, relative to other central cities, Boston has experienced a substantially greater impact of losses of population, manufacturing and trade firms, and of increased concentrations of poor in the

BOSTON STATISTICS

Founded -- 1630; became capital of Massachusetts Bay Colony 1632; today capital of the Commonwealth of Massachusetts.

Incorporated as City -- 1822.

Size -- 43 square miles (4.6% of the metropolitan area).

Population -- 636,725 (1975 State census); 18th largest city in the country.

Size of Metropolitan Area -- 1,100 square miles.

Population of Metropolitan Area -- 2,899,101 (1970 Census).

central city. Boston, with 20% of the metropolitan area population, has 40% of the metro area poor. In addition, the City does not have within its confines the more affluent neighborhoods which boost the income and tax base of other large cities.

Although a small city with considerable problems, Boston boasts of charm and character traced to the City's rich history, its collection of famous buildings and places, its "Yankee" past, its miles of beautiful Victorian townhouses, its impressive and extensive park systems, its boulevards, its distinctive accent, even its baked beans. But pessimism about the City's future has been a recurring theme in Boston's history. "I have been told we were on the brink of ruin ever since I knew the place," William Ellery Channing, a local divine, said in 1836, and similar prophecies have been uttered many times since then.

Although the City has survived to bury generations of critics, the concern is not completely groundless. Boston's economy has encountered over the years many severe reverses. Yet, as the following pages indicate, the City has the capacity to surge back and despite its problems, Boston's potential is not to be underestimated. Some of the major reasons are:

- Despite the 20% decline in population between 1950 and 1970, the trend of the 1970's has been one of stabilization; a continuing influx of middle class, young adults may lead to a modest population gain by the year 2000.
- Although the City has few "natural" resources, the Boston Harbor is one of the East Coast's best natural harbors and is New England's leading port, one day closer to Europe than any other major U.S. North Atlantic port.

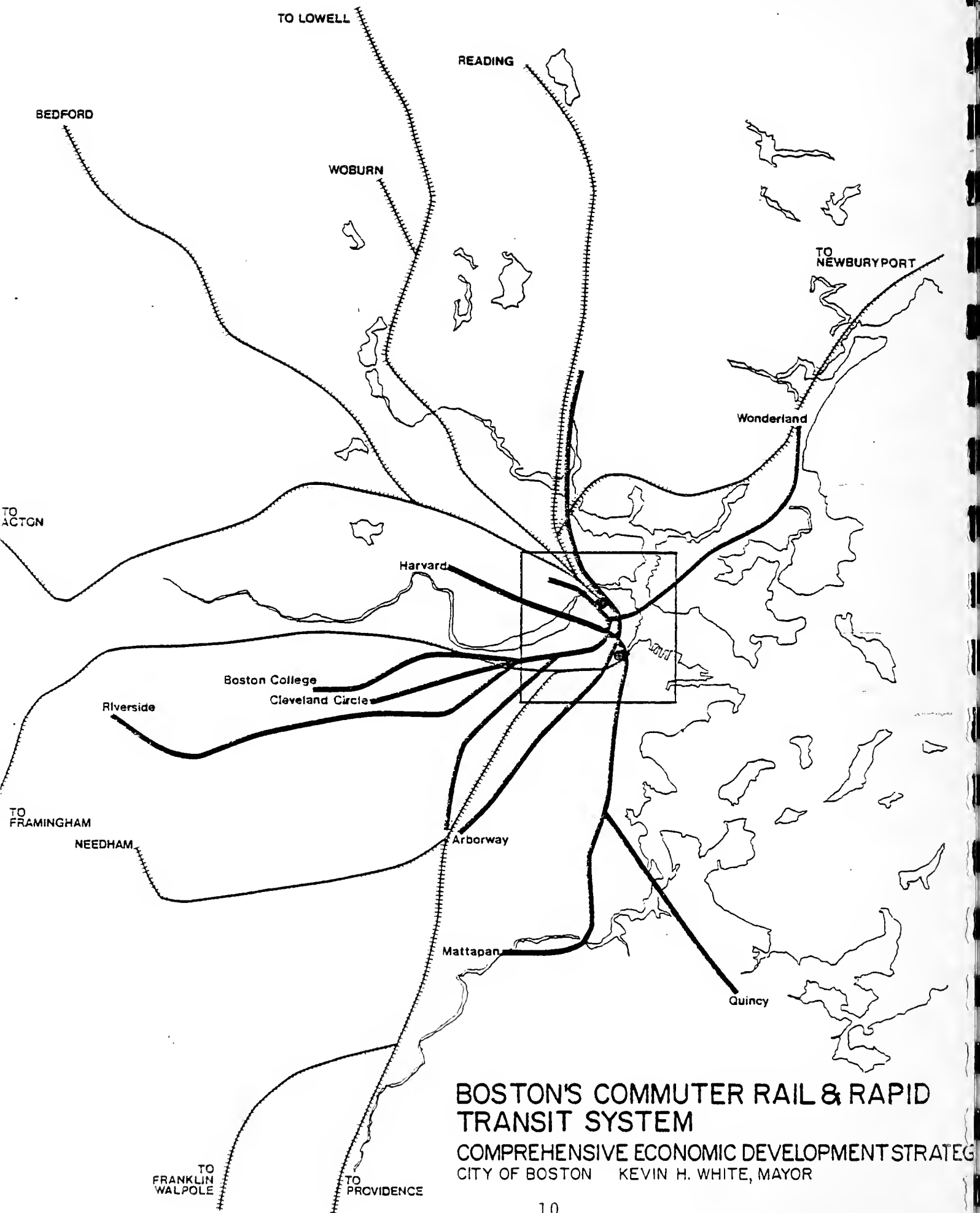
- Boston serves the New England region as a major distribution and transportation center with Logan International Airport, the world's eighth busiest airport, and as the hub of New England's rail, truck and bus services. Three limited access interstate highways connect Boston to the national highway system. Few cities can compare to Boston's per capita investment in mass transit; its peak load use between the downtown and surrounding areas gives Boston the rank of fourth in the nation and eighth in the world.
- Boston's financial center, second only to New York, is the home of over 350 financial institutions and the third largest venture capital community in the nation.
- Boston is a center of brainpower; the Boston metro area hosts a large collection of colleges and universities, academies, conservatories, and libraries which generate \$1.3 billion in economic activity and whose employees and students spend nearly \$.5 billion per year in the local economy. Graduates and faculty, particularly in high technology and management fields, are catalysts for Boston's entrepreneurial climate.
- The high concentration of medical resources has fostered leadership in innovation in patient care and medical research.
- Boston is the capital of the Commonwealth, and the defacto capital of the metro area and New England region, resulting in high concentrations of government services and employment.
- Real estate market strength is evident in the office, retail, and hotel sectors. Boston has 70% of the metro office stock and 50% of its share was built after 1960. Retail investment has been stimu-

lated in the downtown area by Faneuil Hall Marketplace and Jordan Marsh, among others. Hotel development proposals abound, indicating the demand as well as the potential stimulating effect on the City's economy.

- The outlook for industrial development has been given a new boost with manufacturing employment expanding by 4,200 during 1975-77, reversing a 25-year trend of decline. Development commitments and prospects for various sites throughout the City, e.g., Digital Equipment Corporation, promise renewed manufacturing vitality to provide increased levels of jobs for Boston's work force.
- A housing stock of 232,000 dwelling units was recorded in 1970; since then 14,000 units have been added. The influx of young, middle-income adults is expected to continue the demand for housing, particularly in centrally located neighborhoods. Reinvestment in the housing of existing residents is spurred by City programs for overall neighborhood revitalization.

It is the task of CEDS to frame a strategy to build upon these strengths and potentials.





BOSTON'S COMMUTER RAIL & RAPID TRANSIT SYSTEM

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
CITY OF BOSTON KEVIN H. WHITE, MAYOR



BOSTON'S RADIAL HIGHWAY NETWORK
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
CITY OF BOSTON KEVIN H. WHITE, MAYOR

III. CEDS SUMMARY

III. CEDS SUMMARY

III.A. THE CITY'S MAJOR PROBLEMS RELATED TO ECONOMIC DEVELOPMENT

Boston's economic base has undergone considerable change over the last 25 years. Once a manufacturing center, Boston has shifted to greater specialization in services. Boston is a regional center for services, a position which has fostered the continued growth and importance of services to Boston's economy.

The growth in the services sector, up until the 1970's, had traditionally offset Boston's long-term losses in manufacturing, trade and construction. The recessions of 1971-72 and 1974-75 impacted Boston severely on all employment fronts and contributed to the loss of 58,000 jobs between 1970 and 1977. These losses more than wiped out the gains made during the 1960's and today, Boston has 20,000 fewer jobs than in 1960.

The effects of job losses and the shift to specialization in services have contributed to the multi-faceted problems facing Boston today:

- Boston's unemployment rate of 12.8% (April, 1977 estimate) is twice the national average and nearly a three-fold increase over 1970 when unemployment was 4.3%. Hardest hit groups are those aged 18-24, those with manual skills, and the Black and Hispanic Boston work force. Roxbury has the largest share of the unemployed (12.6%).
- Boston residents have captured a decreasing proportion of jobs in the City, lowered from 48% in 1960 to 38% in 1977. The rising employment sectors, particularly services, provide jobs in increasing proportions to commuters from the suburbs and outside the

SMSA. These commuters have the skills and education to out-compete Boston's displaced blue collar workers, who are now seeking jobs in the expanding economic sectors without the requisite skills.

- The low per capita income level in Boston (\$5,570 in 1975) is in part attributable to unemployment, but also to the low-wage jobs held by Boston workers. While some portion of the resident work force has migrated from the lost blue collar jobs to the growing service sector, the employment background of these City residents justifies speculation that they hold the relatively lower-wage occupations in this sector.

Based on these problems alone, it is clear that Boston's primary need is to increase the number and quality of jobs available to its work force. The corollary, however, is not that the City should abandon its efforts to encourage the growth of services and other expanding white collar job opportunities. On the contrary, building on and fostering the strengths of these sectors will be critical to the City's economic growth and to anchoring existing investment in the City. In addition, however, concerted public initiatives must be launched to diversify and stabilize the City's economic base in order to increase the quality job opportunities for Boston residents and to upgrade the skills of the labor force in order to capture the job opportunities created.

Other aspects of the problems facing the City are that income and unemployment problems do not stand in isolation of City concerns regarding its economic base and the quality of life in its neighborhoods. Boston is still suffering from the population loss experienced up to

1970 which contributed to housing deterioration and abandonment in Boston's older neighborhoods, and the decline of neighborhood commercial centers. Low incomes translate into less investment in housing, less local purchasing power, and contribute to rising inner-city problems of crime, deterioration and private sector disinvestment. The results are evident insofar as large segments of vacant or under-utilized land and buildings in commercial, industrial and residential areas of the City await reuse initiatives.

In addition, the property tax, the City's sole revenue source, is overconstrained by increasing demands for public improvements and services. In fiscal terms, Boston has not benefited from its own economic growth. Although property tax revenues have increased, they have absorbed a declining share of the City's gross product originating. The property tax has not reflected the City's economic growth, in part because property wealth has not risen commensurately. The loss of manufacturing has been replaced by a thriving service sector, which has required less capital investment per worker; and because the lifeblood of the property tax is capital investment, it has been relatively unresponsive to the service sector growth. The problem is exacerbated by the City's support of tax-exempt properties.

The substantial public investment required to leverage private investment far exceeds the City's available resources. Nonetheless, with the assistance of federal and state dollars in combination with the City's continuing fiscal management strategy, the City has been able to achieve \$1.25 billion in combined public and private investment in 1975, compared to \$600 million in 1960 (constant dollars). These investments have laid much of the groundwork for the City's development potential.

III.B. THE CITY'S MAJOR POTENTIAL FOR ECONOMIC DEVELOPMENT

Among the City's strengths is the pivotal role Boston plays in the economies of the metropolitan region and the state. Boston, as described in the preceding Part II.A., is a center for cultural, transportation, government, education, finance/insurance/real estate and many other services. Continued growth in the broad services sector is vital to the City's long-term economic health; on-going development programs and projects have aimed at anchoring and fostering that growth.

The potential for industrial development in Boston must be strategically cultivated. Recent gains in manufacturing employment indicate the prospects for future growth. Twelve of the City's nineteen manufacturing sectors experienced recent gains and included those paying above average wages. This advance has demonstrated that high wages, growth and a good competitive posture are possible in Boston and confirmed growth trends for three industries -- fabricated metals, instruments, and transportation equipment -- which have shown sustained growth since 1972. Two of these industries evidence the impact of the City-sponsored Boston Marine Industrial Park while the third reflects the City's role as incubator for new technology firms.

The Boston economy is today poised to diversify its manufacturing activity. For example, expansion is planned for the transportation and the computer equipment industries. This diversity supports a strategy of maintaining a broad-based economy. By complementing the printing, apparel and food industries, these new industries will ensure a broad range of job opportunities for residents of Boston. This manufacturing diversity is encouraged by Boston having wages that are competitive with other urban centers. This is true of both wage levels and wage

increases. At the same time, Boston's manufacturing sector pays above average wages among the City's industries as a whole. Boston can further support vigorous manufacturing activity because one-third of its labor force is distributed in occupations required by manufacturers. The availability of the labor force for new manufacturing activity in Boston is indicated by the City's unemployment rate. Boston's existing and potential new firms must receive concerted, increased City attention toward meeting their location, expansion or other needs, if the City is to ensure their Boston location and provision of jobs to City residents.

Overall, the City's potential is indicated by a recent survey which revealed some \$5 billion of private developer proposals and public sector projects in the advanced planning stage. Compared to last decade's investment focus on downtown office structures, neighborhood improvements, and medical and higher education facilities, the new projects focus on public transit, port improvements and harbor-related facilities, industrial development, retail and hotel investment. Neighborhood improvements continue at high levels.

Many of the proposals cannot proceed without public investment in required infrastructure, estimated at the time of the survey at \$500 million. With fiscal austerity, the City has reduced its public improvements program and FY '78 tax rates were held at 1977 levels. State surplus revenues distribution, enacted in July, 1978, will be of considerable assistance to the City, particularly as the legislation is designed to address the needs of the older, larger urban areas in Massachusetts. Tax reform remains a fundamental need and the next few years will see an intensified effort to enable the generation of new revenue sources for Boston.

The Boston Plan, launched in 1977, was designed during these times of fiscal austerity to channel public investment for maximum leveraging of private investment. The Plan's four areas -- Blue Hill Avenue, Boston Harbor, Columbia Point, and Hyde Park -- have been targeted for testing new City initiatives in planning and coordinating development strategies for housing, transportation, energy, commercial and industrial development, as well as human services and manpower training. CEDS is providing support to that effort along with a City-wide context for economic development strategies.

III.C. THE CEDS GOALS AND POLICY PRIORITIES

The following CEDS goals are based on the problems and potentials of the City related to economic development:

1. Increase the number and quality of jobs for Boston residents in order to reduce unemployment and increase real income.
2. Induce and encourage the growth and diversification of Boston's economic base.
3. Strengthen the City's tax base in order to increase City revenues for providing improvements and services, while at the same time, reduce the City's dependence on the local property tax and continue a well-managed fiscal strategy.
4. Target infrastructure improvements to those areas having the greatest potential for fostering job-creating industrial and commercial development.
5. Promote and preserve the stability of neighborhoods as places to live and do business.

For each goal, specific statements are proposed (cf. Section 4). In turn, these policy statements provide for program strategies. Based upon the CEDS goals, they reflect new directions for City efforts, while continuing the City's commitment to implement the Boston Plan and overall neighborhood and City-wide revitalization programs.

The economic development policy commitments of the City are focused on both priority areas and sectors. The priority areas include those of the Boston Plan -- Boston Harbor, Blue Hill Avenue, Columbia Point, and Hyde Park -- and on-going project commitments. Other areas, however, are not precluded from attention; areas offering considerable development potential and benefits will be among those considered for priority status in terms of specific projects.

The priority sectors comprise the manufacturing industries, particularly those offering job opportunities at higher-wage levels to the Boston resident work force and representing an expansion and diversification of the City's economic base. The City, however, continues its concern for the broadly-defined services industries, as this is the sector which will continue to strengthen Boston as the center for the region, whose investments will continue to revitalize its downtown core as well as its neighborhoods, and, with property tax reform, whose revenues will contribute to the long-term economic well-being of the City. In all cases, a determination of sector priorities will focus on the specific project being considered. Particular attention will be paid to the extent of positive quantifiable impact on target population groups (minorities, young adults, and others among the unemployed and underemployed) in terms of employment, income, or improvement of the neighborhood.

III.D. THE CEDS PROGRAM ACTIVITIES AND PROJECTS

The program strategies that are detailed in Sections 4 and 5 can be grouped for purposes of this summary as "institutional program activities" and as "specific projects." Institutional program activities

are those that call for a re-shaping of City programs that deliver economic development-related services to Boston's businesses and to Boston residents, short of direct public investment. Specific projects are those that call for direct public investment in one or more components of an overall economic development effort.

CEDS Institutional Program Activities

Many of the economic development program activities represent a continuation of existing City programs, while others constitute new activities and program directions. The latter require improved coordination among City staff, new funding commitments, and in some cases, new program tools. New City programs reflect the priority for stepping up efforts to stimulate the location and retention of job-creating firms which provide jobs to Boston's work force, particularly those enterprises paying above-average wages. Concurrently, intensified efforts are focusing on neighborhood and downtown revitalization strategies to sustain the momentum generated by past and on-going programs and public investment projects and commitments.

New programs designed to build the City's capacity for delivering development assistance to specific firms and areas toward the objective of matching City resources with needs for job creation and retention include:

- City-wide Commercial and Industrial Site Inventory. Already demonstrated on a pilot basis in Hyde Park, the Site Inventory will be expanded City-wide to enable the matching of developer interest with suitable parcels and increase the City's capacity to promote and guide development more effectively to meet City goals.

- Industrial and Commercial Marketing. Industrial marketing would expand the City's outreach and promotional efforts to serve priority development areas and dovetail with the entire development process. Commercial marketing at the neighborhood scale serves neighborhood commercial centers and is designed to increase the investment confidence of existing as well as potential investors and to inform businesses of available resources to meet their needs.
- Capital Resource Mechanisms. This effort includes increasing the City's capacity to facilitate development by expanding the use of financing tools at the local, state, and federal level. City staff will make appropriate referrals to capital tools and where appropriate provide "packaging" assistance. The City's industrial revenue bond program will be expanded.

Another new program works in conjunction with the foregoing elements. It is the Neighborhood Business Revitalization Program with its two-pronged focus: City-wide industrial development and targeted commercial development. Boston is a demonstration city for this new program sponsored by the Small Business Administration in cooperation with the Economic Development Administration and the Department of Housing and Urban Development. A City-wide local development corporation will be established to channel SBA loans to eligible industrial firms throughout the City. Targeted neighborhoods -- initially, Grove Hall and Dudley Station in the Blue Hill Avenue area -- will receive increased priority for SBA financing to promote commercial center revitalization. This latter component dovetails with a recently awarded UDAG for commercial revitalization programs in the Blue Hill Avenue area.

Manpower and Job Training Programs focus on direct job creation and overcoming barriers to employment and are coordinated closely with industrial expansion and other economic development projects. A new thrust has been the Private Sector Initiatives Program, developed as a public/private partnership to enable the design of training programs appropriate to private sector needs. Components of this wide-ranging program include the proposed Job Service Matching System, Pre-employment Seminars, expanded On-the-Job Training programs, and skill training improvement programs in higher-wage, high growth industrial occupations. New proposed training programs are also attempting to meet the needs of target population groups. Skills and job recruitment centers are an on-going major element of manpower development. Considerable effort has already been expended in developing the center at the BMIP; a current priority is to obtain funds for the center facility at the Crosstown Industrial Park (CTIP) to house training programs for area residents, particularly prospective employees of the new Digital Equipment Corporation facility at CTIP.

Specific Projects

Programs and projects outlined in the CEDS program are generally of three levels:

- (1) immediate priorities of the City in terms of continuing or expanding existing economic development programs and building upon past public and private investment.
- (2) preliminary program directions and project activities which will be subjected to more detailed analyses and thorough community review and review by the CEDS Committee.

(3) potential longer-term new program directions and project opportunities requiring further study and project development as well as more detailed analyses and thorough community review and review by the CEDS Committee.

The projects are those recommended by agencies in the City directly concerned with economic development. They were grouped as industrial projects, neighborhood projects and special or mixed use projects and subjected to preliminary assessment according to suitable criteria based on CEDS goals, policies and program strategies.

The preliminary assessment has resulted in the three groups of proposed projects outlined in the following tables. They are preliminary in the sense that, following thorough review by the CEDS Committee, these priorities may be altered.

CEDS PROGRAM
PRIORITY ECONOMIC DEVELOPMENT PROJECTS

GROUP 1: PRIORITY ECONOMIC DEVELOPMENT PROJECTS									
Project	Use	Size (Acres)	Project Cost (in million of \$)		Job Creation		Phasing		Year 3
			Public	Private	Permanent	Temporary	Year 1	Year 2	
INDUSTRIAL PROJECTS									
A. South Boston Industrial Area									
1. BMIP	Industrial	(102 total	5.4	Undet.	(1,500 total Project area)	(330 total Project area)	x ⁽¹⁾		
2. BMIP	Industrial	project area)	3.6	Undet.				x	
3. BMIP	Industrial		6.6	Undet.					x
B. Blue Hill Avenue									
1. Crosstown (CTIP) Parcel 2	Industrial	8.5	2.0	3.7	300	109	x ⁽¹⁾	x	
2. Crosstown (CTIP) Parcel 3	Industrial	20.0	5.7	Undet.	500	250	x ⁽¹⁾	x	
C. Hyde Park									
1. Wolcott Court Industrial Area	Industrial	22.0	6.9	10.8	650+	450	x ⁽¹⁾	x	
2. River St./Reservation Road Industrial Area	Industrial	5.5	4.7	6.0	450	250	x ⁽¹⁾	x	
D. City-Wide									
1. Industrial Developments (Industrial IDC and local CDC's)	Industrial		Undet.	Undet.	Undet.	Undet.	x ⁽¹⁾	x ⁽¹⁾	x ⁽¹⁾

CEDS PROGRAM
GROUP 1: (continued) PRIORITY ECONOMIC DEVELOPMENT PROJECTS

Project	Use	Size (Acres)	Project Cost (in millions of \$)		Job Creation		Phasing	
			Public	Private	Permanent	Temporary	Year 1	Year 2
NEIGHBORHOOD PROJECTS								
A. <u>Blue Hill Avenue</u>								
1. Grove Hall Shopping Mall	Commercial Commercial	6.0	1.5	6.5	200	172	x	
2. New Dudley Center		7.0	2.0	6.0	124	212	x	
B. <u>Columbia Point</u>								
1. Street Improvements	-	(112 total project area)	.35	(88.5 total project)	(400 total project)	(2,800 total project)	x	
2. Street Improvements	-		.45				x	
3. Street Improvements	-		4.0				x	
4. Infrastructure	-		3.5				x	
5. Infrastructure	-		7.5					x
6. Waterfront	-		3.5				x	x
C. <u>City Wide</u>								
1. Neighborhood Commercial Revitalization (Commercial LDC and local CDC's)	Commercial	-	Undet.	Undet.	Undet.	Undet.	x ⁽¹⁾	x ⁽¹⁾

CEDS PROGRAM
GROUP 1: (continued) PRIORITY ECONOMIC DEVELOPMENT PROJECTS

Project	Use	Size (Acres)	Project Cost (In millions of \$)		Job Creation Permanent	Phasing			
			Public	Private		Year 1	Year 2	Year 3	
SPECIAL OR MIXED USED PROJECTS									
A. Charleston									
1. Charleston Shipyard	Mixed		2.0	15.0	(1,200 total project)	x			
2. Charleston Shipyard	Mixed	30	3.3	Undet.			53		
3. Charleston Shipyard	Mixed	5	6.0	Undet.			87		x
					159				
B. Downtown									
1. Theatre and Entertainment District	Mixed	-	5.2	14.7	250		x	x	
2. Park Plaza	Mixed	-	10.0	95.0	9,400			x	
					2,700				
TOTALS			\$91.9	\$246.2	14,974			7,929	

(1) Includes Technical Assistance

CEDS PROGRAM
GROUP II: PRELIMINARY ECONOMIC DEVELOPMENT PROJECTS
 (Program activities which may receive priority status depending upon
 resolution of current negotiations with private interests)

Project	Use	Size (Acres)	Project Cost (in millions of \$)		Job Creation		Phasing		
			Public	Private	Permanent	Temporary	Year 1	Year 2	Year 3
NEIGHBORHOOD PROJECTS									
A. East Boston									
1. East Boston Waterfront	Housing	10	5.7	15.0	10	548	(1)		x
2. Boston East	Housing	6	2.9	10.0	10	544	(1)		x
3. Piers 1-4	Mixed	56	14.1	55.0	300	1,595	(1)		x
SPECIAL OR MIXED USE PROJECTS									
A. Back Bay									
1. Copley Square	Mixed Commercial	9.5	5.0	145.0	5,000	1,400		x	x
2. Hynes Auditorium Expansion		2.3	20.0	15.0	83	794			x
B. Downtown									
1. South Station	Commercial	24.0	20.0	70.0	2,020	2,382			x
TOTALS			\$67.7	\$310.0	8,223	7,263			

(1) Includes Technical Assistance

CEDS PROGRAM
GROUP III: POTENTIAL ECONOMIC DEVELOPMENT PROJECTS
 (Program activities which require further
 planning, analysis, and community review)

Project	Use	Size (Acres)	Project Cost (in millions of \$)		Job Creation	
			Public	Private	Permanent	Temporary
<u>INDUSTRIAL PROJECTS</u>						
<u>A. Blue Hill Avenue</u>						
1. Blue Hill Avenue Industrial Park	Industrial	40.0	12.0	2.0	1,200	371
<u>B. Ilyde Park</u>						
1. Neponset Industrial Area	Industrial	150	6.5	Undet.	Undet.	212
<u>C. South End</u>						
1. Industrial Area	Industrial	9.0	2.8	Undet.	Undet.	74
2. Industrial Area	Industrial	15.0	4.0	Undet.	500	200
<u>D. Allston/Brighton</u>						
1. Industrial Park	Industrial	34.0	10.0	Undet.	1,450	357
<u>E. East Boston</u>						
1. Industrial Park	Industrial	44.8	25.0	Undet.	2,000	662
<u>F. City-Wide</u>						
1. (Industrial LDC and local CDC's)	Industrial		Undet.	Undet.	Undet.	

CEDS PROGRAM
GROUP III: (continued) POTENTIAL ECONOMIC DEVELOPMENT PROJECTS
(Program activities which require further
planning, analysis, and community review)

Project	Use	Size (Acres)	Project Cost (In millions of \$)		Job Creation	
			Public	Private	Permanent	Temporary
<u>NEIGHBORHOOD PROJECTS</u>						
<u>A. Downtown</u>						
1. Chinatown	Mixed	3.0	Undet.	Undet.		
<u>B. Jamaica Plain</u>						
1. Development	Mixed	3.0	.75	3.0	155	108
<u>C. Dorchester</u>						
1. Columbia-Savln Hill	Mixed	2.5	1.2	.8	150	70
<u>D. Roslindale</u>						
1. Roslindale Square	Commercial	2.0	.9	1.7	40	25
<u>E. City-Wide</u>						
1. Neighborhood Commercial Revitalization (Commercial LDC and local CDC's)	Commercial		Undet.	Undet.	Undet.	
<u>SPECIAL OR MIXED USE PROJECTS</u>						
<u>A. Downtown</u>						
1. Lower Washington	Commercial	1.0	1.5	3.3	760	272
2. Leather District	Commercial	18.0	3.1	10.6	20	280
TOTALS			\$67.75	\$21.4	6,275	2,631

III.E. CEDS COORDINATION AND MANAGEMENT

Section 6 of the CEDS document describes the manner in which CEDS will be carried out and its relationship/interaction with institutions at all levels as well as the private sector.

Overall program responsibilities occur at three levels:

- The CEDS Staff Policy Committee: staff representatives of City agencies having major economic development responsibilities or significantly related functions convene regularly to integrate agency contributions toward developing and implementing specific programs and projects. Their recommendations are reviewed by the Boston Plan Policy Committee and the CEDS Committee.
- The Boston Plan Executive Policy Committee: City executives comprising this committee make major policy and program decisions regarding the direction of City efforts, including but not restricted to the Boston Plan.
- The CEDS Committee: The CEDS Committee has major responsibility for reviewing and approving the CEDS document and its updates and amendments.

Specific program responsibilities for the CEDS effort require a closely coordinated network of staff and resources. Each program component, owing to differing resource requirements, has a specifically tailored strategy. Program Services and Program Development efforts involve:

- Site Inventory and Evaluation: a team of BRA, EDIC and EEPA.
- Industrial Marketing Program: EDIC, in consultation with BRA, EEPA, and other members of the CEDS Staff Policy Committee.

- Commercial Marketing Program: Office of Program Development in coordination with the Neighborhood Business Revitalization Program and the commercial aspects of the Site Inventory.
- Financing Assistance: the Neighborhood Business Revitalization Program coordinated by the Office of Federal Relations between SBA and City agencies. Financing assistance also involves the BRA in Chapter 121A tax agreements and EDIC in industrial revenue bonding.
- Manpower Programs: EEPA, coordinating where appropriate with economic development efforts of other agencies.
- Ongoing development services and programs: teams, as appropriate, of City staff which draw together expertise in housing, transportation, research, urban design, planning, marketing, economic analysis, job training and funding resources.
- Continuing CEDS Planning Process: the CEDS staff, funded by the proposed 302 planning grant, and the CEDS Staff Policy Committee, who in turn report to the Boston Plan Policy Committee and the CEDS Committee.

Implementation of the specific CEDS projects involve various City agencies depending on the projects' requirements. The Office of Federal Relations is the liaison between funding sources and the project. The Office of the Boston Plan charts the progress of implementing the Boston Plan. For any specific project, one or two City agencies generally have lead responsibility for implementation.

The CEDS program has continuing liaison with the state and federal entities. Special entities such as Community Development Corporations (CDC's) are involved to various extents in specific projects. The City is presently forming a team of City agencies to discuss the appropriate future relationship between the City and the CDC's. In addition, there are several emerging projects and programs from local CDC's in Boston which may be appropriate for inclusion in CEDS. As these potential programs and projects are received, they are reviewed and evaluated by concerned City agencies and, following preliminary determinations of consistency with CEDS, they are to be submitted for consideration by the CEDS Committee.

Still in the planning stages is the formation of a City-wide local development corporation (LDC) for channeling SBA loans to industries. LDC's at the neighborhood level for the targeted commercial program (Neighborhood Business Revitalization Program) are also being considered.

Private sector involvement in CEDS occurs at the advisory level and at the project level. Private sector representatives serve on the CEDS Committee and on other advisory groups such as the Committee for Boston and the Private Industry Council. At the project level, there are numerous examples of working with business, industry and financial institutions to develop and implement specific projects.

IV. THE CEDS COMMITTEE

IV. THE CEDS COMMITTEE

Purpose

The EDA-mandated role of the CEDS Committee is to meet statutory requirements in:

1. reviewing the staff drafts of the CEDS program, reviewing and advising on project priorities, and providing feedback on investment strategies;
2. as required, under EDA regulations, reviewing and approving the City's CEDS document/proposal to be submitted to EDA; and
3. reviewing and approving amendments to CEDS periodically, as well as annual updates of the CEDS program.

The Committee may also participate in broader undertakings of the Boston Plan Policy Committee. The CEDS Committee membership could be expanded to adapt to evolving responsibilities in regard to the Boston Plan.

Structure

The CEDS Committee is composed of the Boston Plan Executive Committee members and representatives of the City's various sectors involved in economic development concerns and including minority representation. Ex-officio memberships will ensure coordination with state and other authorities. The Chairman of the CEDS Committee is the Chairman of the Boston Plan Policy Committee.

The Committee members, appointed by Mayor Kevin H. White, include the following:

The Boston Plan Executive Policy Committee

Chairman, Boston Plan Policy Committee
Director, Office of Federal Relations
Executive Director, Office of the Boston Plan
Director, Office of Program Development
Director, Boston Redevelopment Authority
Director, Employment and Economic Policy Administration
Special Assistant to the Mayor for Housing, Development and Construction
Commissioner on Traffic & Parking
Office of Fiscal Affairs
Director, Office of Public Service
Chairman of the Board, Economic Development and Industrial Corporation
Administrator, Boston Housing Authority
Deputy Mayor
Co-Chairman, Blue Hill Avenue Commission

Other Representatives*

Calvin Brantley, President
New England Nuclear Corp.

Robert Cumings, President
Greater Boston Convention and Tourism Bureau

John Cruz, Jr.
President, Contractor's Association of Boston
President, Roxbury Chamber of Commerce

Andrew Macalester, President and Chairman of the Board
Merchants Co-operative Bank

Lydia Mercado
Urban Planner, Wallace, Floyd, Ellenzweig, & Moore
Board Member, Alianza Hispana

Frank Morris, President
Federal Reserve Bank of Boston

Leo Pistorino, President
Pistorino, Inc.

Lawrence C. Sullivan, Executive Secretary-Treasurer
Greater Boston Mass. Labor Council, AFL-CIO

Vincent Vappi
Vappi Construction Co.

Robert Weinberg
Chairman of the Board, Massport
Director, Public Management Program, Boston University

Ex-Officio Memberships

Ex-officio memberships offer the CEDS Committee an opportunity to coordinate with state and regional agencies and authorities:

Director, Office of State Planning
Executive Director, Metropolitan Area Planning Council

